

NEW YORK CITY HOUSING AUTHORITY

Lisa Bova-Hiatt, CEO



WHAT WE DO

The New York City Housing Authority (“NYCHA” or the “Authority”) provides affordable housing to 535,686 authorized residents in 177,569 apartments within 335 housing developments and units leased through the Section 8 program. NYCHA serves 339,900 authorized residents in 162,143 apartments within 277 housing developments through the conventional public housing program (Section 9) and 29,789 authorized residents in 15,426 units within 58 developments that were converted to PACT/RAD. Through federal rent subsidies (Section 8 Leased Housing Program), NYCHA also provides rental subsidies to 92,595 families in locating and renting units in the private market. In addition, NYCHA facilitates access to social services through a variety of programs.

NYCHA is at a pivotal moment in its 88-year history. Its buildings, the majority of which are more than a half century old, need more than \$40 billion in investments to be brought into a state of good repair, the result of decades of government disinvestment. To fully renovate an initial 25,000 apartments, NYCHA is in the process of building out, in collaboration with residents, the groundbreaking Public Housing Preservation Trust, which will dramatically improve residents’ quality of life while preserving all their rights and protections and providing economic opportunities. The high-quality renovations, including the latest sustainable technologies, will be completed faster thanks to improved procurement processes. NYCHA is also bringing top-to-bottom renovations to a significant portion of its portfolio through the Permanent Affordability Commitment Together (PACT) initiative. Through its Transformation Plan, NYCHA is strengthening as an organization and fundamentally changing how it operates. And through compliance with the 2019 HUD Agreement, NYCHA is improving how it delivers services to residents in key areas, including regarding heat and elevator services, lead, mold, and pest/waste management.

FOCUS ON EQUITY

NYCHA promotes equity through its mission to provide quality housing for low-income New Yorkers that is sustainable, inclusive, and safe, while fostering opportunities for economic mobility. NYCHA develops and implements programs, policies, and partnerships, to measurably support residents in the areas of employment, training, education, and health. In the first four months of Fiscal 2023, NYCHA engaged 14,123 residents (compared to about 81,000 last year) in the design and implementation of key initiatives, including planning for PACT conversions and the Preservation Trust. Engagement numbers were significantly higher last year due to a resurgence of tenant elections following the return from the pandemic. A total of 215 elections were held in fiscal year 2022 (compared to 66 in Fiscal 2023), all of which required extensive engagement of residents. At the core of resident engagement are NYCHA’s efforts to deliver better services to residents in a range of critical areas, transform as an organization, and bring NYCHA buildings the capital investment they need to support the generations of New Yorkers to come. The Authority also facilitated an extensive engagement plan for the Preservation Trust, including a public comment process to ensure that all residents and stakeholders had the opportunity to share their feedback and ideas for change, and town hall meetings for stakeholders and staff. NYCHA will continue to attract new partners, create new opportunities for communication, and expand services for residents while providing support to resident associations and other resident-led groups.

OUR SERVICES AND GOALS

SERVICE 1 Operate as an efficient and effective landlord.

- Goal 1a Improve rent collection.
 - Goal 1b Expedite maintenance and repairs.
 - Goal 1c Optimize apartment usage and ensure rental equity.
 - Goal 1d Improve safety and security.
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SERVICE 2 (Re)build, expand and preserve public housing and affordable housing stock.

- Goal 2a Preserve the public and affordable housing asset.
 - Goal 2b Optimize access to affordable housing in public housing developments to income-eligible families.
 - Goal 2c Increase access to affordable housing in privately owned units.
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SERVICE 3 Engage residents and connect them to best-in-class social services.

- Goal 3a Connect all residents to critical services in their communities.
- Goal 3b Increase employment opportunities among NYCHA residents.

HOW WE PERFORMED

- The cumulative rent collection decreased by eight percentage-points, from 73.3 percent as of the first four months of Fiscal 2022 to 64.9 percent for the same period in Fiscal 2023 and did not meet the target of 97.5 percent. Rent delinquency increased from 44.4 percent as of the first four months in Fiscal 2022 to 45.4 percent in Fiscal 2023. The effects of the COVID-19 pandemic have continued to greatly impact NYCHA's rent collection. In 2020 and 2021, NYCHA, in compliance with federal and state law and guidance, was unable to utilize the processes that would normally be used to engage with residents to support rent collection, such as in-person meetings between staff and residents and taking legal action. As of October 2022, there were 56,029 households in rent arrears for more than one month compared to the pre-pandemic number of 35,598 as of October 2019. The Authority has also received and processed more interim rent adjustments as a result of income reductions since March 2020, which contributes to the rising numbers. Residents concerned about paying their rent or who are experiencing financial hardship can report a loss of income through NYCHA's Interim Recertification process. NYCHA has acted to lower rent delinquencies by submitting landlord documents in bulk to the NYS Office of Temporary and Disability Assistance (OTDA) for 31,330 public housing households who applied for the program, adding up to \$119,732,196 through October 2022. To date, neither NYCHA nor its residents have received any monies under ERAP.
- NYCHA has also re-imagined the process for bringing non-payment proceedings as part of its Transformation Plan. Under the new process, a Housing Court Unit was established in NYCHA's Law Department to manage the filing of non-payment cases. The HCU began operation after the Eviction Moratorium was lifted in January 2021. The pace of initiating non-payment proceedings has been slow due to, among other factors, a backlog of cases in the Courts and new procedural requirements. Additionally, any case with a pending ERAP application is stayed until we receive a final determination from OTDA—residents continue to apply and their cases are stayed. Accordingly, NYCHA's pace in bringing new cases is limited by court capacity, new procedures, and policy.
- The average time to resolve emergency repair requests increased by 52 percent from 14.8 hours for the first four months of Fiscal 2022 to 22.6 hours for the same period in Fiscal 2023. Heat complaints were the primary driver of the extended response times, which more than doubled from 5,913 to 12,523 and took longer to complete, 17.8 hours in the first four months of Fiscal 2023 compared to 11 hours in the same period last year. The resolution time for hot water complaints also increased to 25 hours in Fiscal 2023 from 14.7 hours last year. Despite the uptick, NYCHA is meeting its target of resolving emergency complaints within 24 hours. NYCHA continues to monitor emergency work orders to ensure their timely completion.
- The average time to resolve simple work orders usually done by a maintenance worker, was reduced by 44 percent from 9.3 days for the first four months of Fiscal 2022 to 5.2 days for the same period in Fiscal 2023. The average time to resolve complex work orders usually done by a skilled trade worker such as a carpenter, painter or plumber, increased by 43 percent from 72.7 days for the first four months of Fiscal 2022 to 103.7 days for the same period in Fiscal 2023. While NYCHA has greatly improved the completion time for maintenance workers who handle simple repairs, they still face some challenges for the more complex repairs that require multiple visits.
- The average time to resolve non-emergency repair requests increased by 48 percent from 39.5 days for the first four months of Fiscal 2022 to 58.4 days for the same period in Fiscal 2023. NYCHA attributes this increase to the lingering impacts of the COVID-19 pandemic, which increased the work order backlog, the growing capital repair needs, and new orders being created for compliance and regulatory requirements. From March 2020 to May 2021, NYCHA issued work order guidance which limited the type of work that could be performed in apartments. In spring 2021, NYCHA resumed work in apartments to address the delayed repairs as well as new work orders. As of October 2022, NYCHA had approximately 669,000 open corrective maintenance work orders. The backlog is largely driven by repair needs in painting, carpentry, plastering, and vendor related work. In addition, NYCHA is creating more work orders related to compliance areas such as lead, asbestos, and extermination. Through its Transformation Plan, NYCHA has gradually rolled out several work order initiatives such as Work Order Reform and the Neighborhood Model which will improve repair time through better planning and scheduling, improved staffing allocation, increased visibility in the work order process, as well as worker accountability and productivity through constant monitoring.

- Heat outage figures are reported for the heating season, which began on October 1, 2022 and will end on May 31, 2023. The average time to resolve heat outages was up 24 percent from 6.1 hours during the first four months of Fiscal 2022 to 7.6 hours for the same period in Fiscal 2023. However, NYCHA is meeting the target of 12 hours required by the January 2019 agreement with HUD. The average age of NYCHA's boilers is 26 years old, just over the 20–25-year average expected useful life of a boiler. Through 2024, NYCHA is replacing 328 boilers across 76 developments as part of a \$3.4 billion investment of City, State, and Federal dollars. These efforts are to help reduce heat outages. In addition to replacing boilers, NYCHA must also address the heating distribution systems, but these comprehensive investments require additional funding. Ahead of the 2022–23 heating season, the Authority completed more than \$7.8 million in operational investments across three different areas, including distribution, equipment replacements, and boiler plant upgrades. The Authority increased staffing coverage ahead of the winter heating season, assigning 25 roving skilled trades teams to deploy in response to outages and adding four electrical teams, two plumber supervisors, and one electrical supervisor, in addition to the 70 maintenance workers hired. There are currently 23 mobile boilers connected to developments and nine mobile boilers that can be accessed if needed. NYCHA's Heating Department also monitors the outage data using dashboards and reports to identify issues proactively.
- The average time to resolve elevator outages decreased by 17 percent from 12.8 hours for the first four months of Fiscal 2022 to 10.6 hours for the same period in Fiscal 2023. However, it was slightly higher than the target of 10 hours. NYCHA resolved 73 percent of elevator outages within 10 hours. While below the target of 85 percent, NYCHA improved its performance compared to the same period last year (68.7 percent). The average outage per elevator per month dropped from 1.22 to 1.03. The elevator service uptime was 97.8 percent, better than the target of 97 percent. NYCHA's elevator stock is challenged by high-volume usage, aging stock, and building decay causing serious structural problems. Despite these challenges, NYCHA is proactively working to improve elevator service. Efforts to improve elevator service include the hiring and training of additional elevator mechanic teams. NYCHA is also installing air conditioners in motor rooms, door lock monitors, and other equipment such as waterproof door operators. NYCHA is also purchasing electronic voltage regulators to help reduce outages during summer months when low voltage conditions are expected. The Elevator Department continues to use the 90-minute report to track progress on repairs. NYCHA is improving their data collection methods and capacity for tracking information on service disruptions, to better identify and deploy resources to the elevators requiring the most attention.
- The number of alleged elevator injuries decreased from three for the first four months of Fiscal 2022 to one for the same period in Fiscal 2023. NYCHA's Elevator Department consistent training and continued safety communication to field staff and residents has helped reduce the number of injuries. The Elevator Department also works with NYCHA's Environmental Health and Safety and Compliance Departments to identify and resolve hazards and potential safety risks. There were no elevator fatalities.
- Over the last year, responsiveness to rat complaints improved. The percent of rat complaints responded to within 2 business days increased from 41.5 percent in the first four months of Fiscal 2022 to 43.4 percent for the same period in Fiscal 2023. The percent of rat complaints responded to within 5 days increased from 52.4 percent in the first four months of Fiscal 2022 to 54.6 percent for the same period in Fiscal 2023. The percent of other pest complaints responded to within 7 days decreased from 29 percent in the first four months of Fiscal 2022 to 16.5 percent for the same period in Fiscal 2023. The percent of other pest complaints responded to within 10 days decreased from 34.8 percent in the first four months of Fiscal 2022 to 22.4 percent for the same period in Fiscal 2023. NYCHA has made great strides in pest management but is still working towards meeting the targets laid out in the HUD Agreement. NYCHA uses Integrated Pest Management ("IPM") to address issues at developments. IPM shifts NYCHA's pest management focus from treatment to prevention and directs resources to address the root causes of infestations; ensures that NYCHA timely collects and properly stores and disposes of waste; limits use of toxic pesticides to the minimum necessary to achieve pest control; and requires NYCHA maintenance staff to prevent pests from harboring in NYCHA's buildings. NYCHA has also updated their Standard Procedures, made systems enhancements, boosted training, and increased their data analytics and staffing. The HUD Action Plan also commits NYCHA to invest in capital upgrades for its outdated pest and waste management infrastructure. These efforts include installing new rat slabs, containers, compactors, and recycling infrastructure across the portfolio. Additionally, in accordance with the Transformation Plan, NYCHA is streamlining pest management into the neighborhood. This will allow the Authority to ensure compliance and efficiency in their response to infestation work orders.

- In the first four months of Fiscal 2023, NYCHA met its recurrence goal in preventing the return of mold (approximately 88 percent of mold cases without recurrences relative to the 85 percent target) and is making incremental progress towards its goal of removing 95 percent of mold within 5 business days, as well as its goals related to the resolution of simple and complex repairs completed in 7 and 15 days, respectively. NYCHA is beginning to see incremental improvements across its mold removal and mold-related repairs metrics and is looking to build upon this progress with the various initiatives described below. While the agency has made significant progress in addressing mold and leak work orders through multiple initiatives, it is not yet meeting its HUD Agreement mold performance targets. NYCHA is continuing to work towards meeting these targets and launched several initiatives in 2022, which are ongoing: the Enhanced Oversight Program (EOP) identifies and removes roadblocks to mold and leak compliance and directs additional resources where needed; the Mold Inspection Initiative (MII) deploys a team of inspectors to EOP sites with the highest number of open inspections; Operation Mold Cleanup (OMC) is an effort to prioritize and reduce the backlog of mold removal work orders and outstanding mold resistant paint work orders; the Mold Cleaning Initiative (MCI) deploys a team of seasonal employees to assist development staff in addressing mold cleaning backlogs. Both OMC and MCI focus on improving the time to perform mold removal. Additionally, NYCHA began training Maintenance Workers (MWs) in performing mold inspections. This effort will continue through 2023 and aims to decrease the mold inspection backlog and time to inspect by adding MWs to the staff who can conduct mold inspections.
- On December 1, 2021, New York City enacted a new law which lowered the threshold of lead in paint from 1.0 mg/cm² to 0.5 mg/cm² for remediation. NYCHA has been abating units to comply with the new regulation. There were 616 units abated in the first four months of Fiscal 2023. This does not include units being abated through the PACT program.
- The number of units rehabbed (through the PACT program) increased by 82 percent from 3,025 units in the first four months of Fiscal 2022 to 5,830 units over the same period in Fiscal 2023 due to the completion of more PACT projects.
- The management cost per dwelling unit per month increased by 16 percent from \$1,199 for the first four months of Fiscal 2022 to \$1,394 for the same period in Fiscal 2023. Operating expenses increased by \$98 million primarily due to maintenance and operation costs related to the fee for services charges for skilled trades provided by the Elevator Department, neighborhood offices, and the Paint Department.
- The average time to prepare vacant apartments for re-rental rose 98 percent from 131 days in the first four months of Fiscal 2022 to 258 days for the same period in Fiscal 2023. The turnaround time to re-occupy apartments was impacted by the longer prep time, which increased by 120 percent from 136 days to 299 days. Due to the aging conditions in NYCHA buildings, vacant units require extensive work, especially in the areas of carpentry, plastering, painting, and lead abatement. NYCHA must also comply with New York City's new lead-based paint law which lowered the threshold of lead in paint from 1.0 mg/cm² to 0.5 mg/cm² and increased the workload for remediation and inspections. Another contributing factor is the limited vendor capacity for asbestos testing, abatement, and air monitoring. NYCHA will continue to monitor these indicators.
- The crime rate for major felonies (per 1,000 residents) rose from 5.6 as of the first four months of Fiscal 2022 to 5.9 for the same period in Fiscal 2023. The number of major felony crimes (reported by the NYPD) has increased from 1,949 as of the first four months of Fiscal 2022 to 2,040 for the same period in Fiscal 2023. NYCHA continues to strengthen its relationship with the NYPD and other law enforcement agencies. NYCHA is also developing ways to boost resident engagement; work with resident leadership and their associations to secure additional funding for security enhancements such as LED lighting, closed-circuit television (CCTV), and Layered Access Control (LAC) entrances; and increase communication about safety and security issues with residents.
- Construction has been completed for new exterior lighting at all 14 developments in the Neighborhood Safety Plan. Construction is also completed at 13 of the 15 developments that are receiving CCTV/LAC installation. Construction at the other 2 developments is scheduled for early 2023. CCTV/LAC and lighting investments are also underway at other developments. As of October 31, 2022, additional CCTV and LAC installations have been completed at 49 developments. Work is also in construction at an additional 18 sites, and work is in the planning, design, or procurement phase for projects at 31 developments. Additional lighting projects have also been completed at 3 developments and construction is underway at 4 developments. There are 7 developments in the planning, design, or procurement phase.

- The percentage of active capital construction projects on schedule was 73 percent as of the Fiscal 2023 reporting period, down from 88 percent in the same period last year but up from the 62 percent reported at the end of Fiscal 2022. The percentage of all active capital projects on schedule was 59 percent, compared to 63 percent as of the first four months in 2022 but up from the 55 percent reported at the end of Fiscal 2022. NYCHA's capital projects portfolio grew nearly threefold over the last several years, requiring significant improvements in project management resources and processes to be implemented which are still ongoing. This includes, for example, updating project scheduling templates to better reflect current timelines for regulatory and vendor approvals. Other issues like redesign/repackaging due to scope-funding mismatch, scope change or adjusted specifications based on unexpected site conditions or stakeholder priorities, contractor defaults or delays, and delays in regulatory approvals or utility work, also impacted a material portion of the projects in the portfolio. Finally, delays due to the impact of the COVID-19 pandemic on price escalation, the supply chain, and hiring challenges continued to be incurred and fully realized in project schedules in the first quarter of Fiscal 2023.
- The Permanent Affordability Commitment Together (PACT) program is New York City's implementation of the federal Rental Assistance Demonstration (RAD) program. PACT leverages the federally funded Project-Based Section 8 program and public-private partnerships to unlock funding to complete comprehensive repairs in 62,000 apartments. Residents in PACT developments benefit from much needed renovations, enhanced property management and social services, while maintaining the tenant rights they possess in the public housing program. The Section 8 program ensures that rents remain permanently affordable. The program also provides a more stable flow of federal subsidy, which allows NYCHA and selected PACT partners to raise external financing to address all known capital repair needs. To date, NYCHA has transferred 15,426 apartments through PACT since the initiative's launch, raising more than \$3.4 billion to fund comprehensive repairs. Renovations are complete at 5,830 apartments. Major upgrades are underway at approximately 9,596 apartments and another 20,677 apartments across New York City are part of projects that are currently in predevelopment for comprehensive repairs.
- NYCHA's occupancy rate slightly decreased to 97.1 percent in Fiscal 2023 compared to 98.3 percent in Fiscal 2022. As of October 2022, NYCHA had 162,143 units compared to 168,074 the previous year. The number of applicants placed in public housing decreased by 57 percent, from 661 for the first four months of Fiscal 2022 to 285 during the same period in Fiscal 2023. Among the contributing factors is the availability of fewer units due to RAD/PACT conversions, including those scheduled for conversion later this year and next year as new rentals have stopped at these sites. Vacant units are also being held at four developments in anticipation of comprehensive modernization in addition to 15 neighboring developments for relocation. Other units are being used for the relocation of residents due to lead and asbestos abatement.
- The overall number of homeless households placed in housing for the first four months of Fiscal 2023 (836) was 53 percent higher compared to the same period in Fiscal 2022 (546). The number of homeless placed in public housing dropped from 331 to 186 but the number of homeless placed through Section 8 more than tripled from 215 to 650. On the public housing side, there was a limited focus on turning over the priority units, this included DHS matched units and a subset of emergency transfers, as well lower homeless placements targets in 2022 700 to 1,600 in 2021. Therefore, NYCHA received fewer DHS referrals. On the Section 8 side, placements were up due to higher emergency housing voucher rentals.
- The number of families on the Section 8 waiting list decreased to 17,000 in the first four months of Fiscal 2023 from 35,000 for the same period in Fiscal 2022. Over the past year, NYCHA's Section 8 program conducted outreach to the applicants to update its waiting list. The decrease is a result of those applicants who did not confirm continued interest in remaining on the waiting list.
- The maximum allowable Section 8 vouchers increased slightly from 106,410 in Fiscal 2022 to 108,410 in Fiscal 2023. The funded Section 8 vouchers also increased from 88,880 to 93,570. The upturn reflects new program admissions. The utilization rate for funded Section 8 vouchers was at 100 percent but the funding utilization dropped from 99 percent to 93 percent due to an increased level of program funding received. Efforts to increase program admissions in order to increase the funds utilized are ongoing. The number of applicants placed through Section 8 vouchers increased by 13 percent, from 516 in the first four months of Fiscal 2022 to 582 in the same period in Fiscal 2023. The increase is due to emergency housing vouchers (EHV) rentals.

- The percentage of biennial Section 8 inspections completed rose to 93 percent in Fiscal 2023 from 61 percent for the same period in Fiscal 2022. Following HUD’s COVID-19 guidance in 2020, the Leased Housing Department had suspended all Housing Quality Standards inspections, which severely impacted the inspection completion rate. NYCHA resumed in-person inspections in June 2021 and has worked on addressing the backlog of inspections as well as new ones which resulted in the higher completion rate. The percentage completion of annual Section 8 recertifications remained stable at 99 percent due to a continued focus on productivity and streamlined case processing.
- NYCHA’s emergency transfer priority is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or child sexual victims as well as all categories defined under the Violence Against Women Act (VAWA). VAWA includes victims of domestic violence, dating violence, sexual assault, or stalking. The priority is intended to enhance safety for at-risk residents by providing confidential relocation to another NYCHA development. The number of residents approved for an emergency transfer dropped by 61 percent, from 899 for the first four months of Fiscal 2022 to 353 for the same period in Fiscal 2023. During the COVID-19 pandemic, there was an increase in domestic violence emergency transfers and the numbers are now returning to pre-pandemic levels. The emergency transfer disposition time was up 60 percent from 13 days to 21 days. NYCHA addressed many of the longstanding unresolved cases which took a longer time to resolve. Case reviews are now up to date and the disposition time should return to the pre-PMMR trend in future months.
- The initial social service tenant contacts conducted within five days of the referrals decreased by 3 percent from 88 percent for the first four months of Fiscal 2022 to 85 percent for the same period in Fiscal 2023. Staff productivity was impacted by staff absences due to illness. NYCHA is realigning case oversight assignment to mitigate these type of staff impacts and ensure contact with residents in a timely manner.
- The referrals to supportive services provided to senior residents decreased by 21 percent from 14,463 for the first four months of Fiscal 2022 to 11,418 for the same period in Fiscal 2023. Older adult centers are now fully reopened after pandemic closures, and seniors are able to access services through these centers and their programming. This has reduced the requests for direct supportive services from staff. In addition, newly-onboarded social services staff are going through a transition period as they build relationships with seniors. This has temporarily slowed some referrals.
- Overall resident job placements for the first four months of Fiscal 2023 rose 21 percent from 676 in the first four months of Fiscal 2022 to 821 in Fiscal 2023. This number includes 410 direct placements through NYCHA’s Office of Resident Economic Empowerment and Sustainability (REES) and Human Resources Department as well as 411 partner placements. The 158.5 percent increase in placements from Fiscal 2022 to Fiscal 2023 is largely due to increased tracking and reporting of partner placements during the reporting period.

SERVICE 1 Operate as an efficient and effective landlord.

Goal 1a Improve rent collection.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Rent collection (%)	86.4%	78.1%	66.8%	97.5%	97.5%	73.3%	64.9%
Rent delinquency rate (%)	37.0%	40.2%	44.5%	*	*	44.4%	45.4%
★ Critical Indicator	● Equity Indicator	“NA” Not Available	↕ Directional Target	* None			

Goal 1b Expedite maintenance and repairs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Average time to resolve emergency service requests (hours)	16.7	16.5	22.0	24.0	24.0	14.8	22.6
★ Average time to resolve non-emergency service requests (days)	27.6	35.5	49.1	15.0	15.0	39.5	58.4
Average days to complete simple work orders	NA	NA	8.10	*	*	9.30	5.20
Average to days complete complex work orders	NA	NA	77.40	*	*	72.70	103.70
★ Average Time (hours) to Resolve Heat Outages	NA	7.3	8.3	12.0	12.0	6.1	7.6
★ Average time to resolve elevator outages (hours)	9.5	11.1	11.8	10.0	10.0	12.8	10.6
★ Elevator outages resolved within 10 hours (%)	NA	NA	71.80%	85.00%	85.00%	68.70%	72.90%
★ Average outage per elevator per month	0.97	1.09	1.07	1.01	1.01	1.22	1.03
★ Elevator service uptime (%)	98.7%	98.2%	97.8%	97.0%	97.0%	97.5%	97.8%
★ Alleged elevator injuries reported to the Department of Buildings	9	7	6	↓	↓	3	1
★ Elevator-related fatalities	0	0	0	↓	↓	0	0
★ Rat complaints responded within 2 business days (%)	NA	NA	44.20%	75.00%	75.00%	41.50%	43.40%
★ Rat complaints responded within 5 days (%)	NA	NA	52.70%	100.00%	100.00%	52.40%	54.60%
★ Other pest complaints responded within 7 days (%)	NA	NA	30.00%	75.00%	75.00%	29.10%	16.50%
★ Other pest complaints responded within 10 days (%)	NA	NA	35.50%	100.00%	100.00%	34.80%	22.40%
Simple mold repairs completed within 7 days (%)	NA	NA	17.90%	95.00%	95.00%	11.70%	24.80%
★ Complex mold repairs completed within 15 days (%)	NA	NA	2.10%	95.00%	95.00%	2.10%	3.40%
★ Mold cases without recurrence (%)	NA	NA	87.90%	85.00%	85.00%	88.00%	87.90%
★ Number of units abated for lead	NA	NA	621	↑	↑	0	616
Management cost per dwelling unit per month (\$)	\$1,077	\$1,132	\$1,197	\$875	\$875	\$1,199	\$1,394
★ Mold removed within 5 business days (%)	NA	NA	2.90%	95.00%	95.00%	2.20%	6.20%
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

Goal 1c Optimize apartment usage and ensure rental equity.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Average time to prepare vacant apartments (days)	114.5	111.2	164.1	20.0	20.0	130.6	258.2
★ Average turnaround time for vacant apartments (days)	97.8	114.2	160.8	30.0	30.0	135.6	298.8
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

Goal 1d Improve safety and security.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Major felony crime rate per 1,000 residents	12.6	14.9	17.6	*	*	5.6	5.9
★ Major felony crimes in public housing developments	4,844	5,373	5,859	↓	↓	1,949	2,040
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

SERVICE 2 (Re)build, expand and preserve public housing and affordable housing stock.

Goal 2a Preserve the public and affordable housing asset.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Active capital projects on schedule (%)	78.9%	73.0%	55.5%	75.0%	75.0%	62.5%	58.8%
★ Active capital projects in construction phase on schedule (%)	94.2%	89.0%	61.8%	85.0%	85.0%	87.9%	72.8%
★ Unit Inventory (Public Housing Portfolio)	170	168	162	*	*	168	162
Number of buildings (Public Housing Portfolio)	2,252	2,198	2,106	*	*	2,198	2,106
Number of developments (Public Housing Portfolio)	302	285	277	*	*	285	277
Number of developments preserved (RAD/PACT Portfolio)	14	17	8	*	*	0	0
Number of buildings preserved (RAD/PACT Portfolio)	97	38	79	*	*	0	0
Number of apartments preserved (RAD/PACT Portfolio)	3,940	1,718	5,909	3,500	9,000	0	0
Number of units rehabbed	NA	NA	5,830	*	*	3,205	5,830
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None							

Goal 2b Optimize access to affordable housing in public housing developments to income-eligible families.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Apartment Attrition Rate (%)	3.8%	3.9%	3.2%	*	*	NA	NA
★ Occupancy rate (%)	98.8%	98.6%	97.5%	99.2%	99.2%	98.3%	97.1%
Applicants placed in public housing	3,330	3,035	1,362	*	*	661	285
Homeless applicants placed in housing - Total	2,662	2,323	1,842	*	*	546	836
- NYCHA housing	1,913	1,597	668	*	*	331	186
- Section 8	749	726	1,174	*	*	215	650
Working families residing in public housing (cumulative) (%)	45.3%	45.3%	42.8%	*	*	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None							

Goal 2c Increase access to affordable housing in privately owned units.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
● Families on Section 8 waiting list (000)	40	34	17	*	*	35	17
Maximum allowable Section 8 vouchers	104,054	106,410	108,410	*	*	106,410	108,410
Funded Section 8 vouchers	87,285	88,880	93,570	*	*	88,880	93,570
Funded Section 8 vouchers occupied units (%)	100.0%	100.0%	99.0%	97.0%	97.0%	99.0%	100.0%
★ Utilization rate for authorized Section 8 vouchers (%)	84.0%	84.0%	84.0%	86.0%	86.0%	83.0%	85.0%
Funding utilization for Section 8 vouchers (%)	98.0%	99.0%	100.0%	*	*	99.0%	93.0%
★ Section 8 occupied units (vouchers)	87,439	88,143	93,028	87,000	87,000	88,010	93,679
Biennial Section 8 inspections	93.0%	61.0%	85.0%	*	*	61.0%	93.0%
Annual Section 8 recertifications	98.0%	99.0%	99.0%	*	*	99.0%	99.0%
Applicants placed through Section 8 vouchers	3,632	2,397	6,660	*	*	516	582
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None							

SERVICE 3 Engage residents and connect them to best-in-class social services.

Goal 3a Connect all residents to critical services in their communities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Residents approved for emergency transfers	1,776	2,266	1,783	*	*	899	353
★ Emergency transfer disposition time (days)	14.93	17.16	12.20	45.00	45.00	12.96	20.71
★ Initial social service tenant contacts conducted within five days of referral (%)	91%	93%	91%	76%	76%	88%	85%
Referrals to supportive social services for senior residents	41,586	81,176	34,263	*	*	14,463	11,148
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬇️ Directional Target * None							

Goal 3b Increase employment opportunities among NYCHA residents.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Resident job placements - Total	2,127	1,411	1,663	⬆️	⬆️	676	821
- Direct placements	862	1,175	1,110	1,593	1,593	517	410
- Program and partner placements	1,265	236	553	*	*	159	411
Job training graduates placed in jobs (%)	91%	86%	71%	*	*	NA	NA
Youth placed in jobs through youth employment programs	3,896	3,231	3,516	*	*	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬇️ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Customer Experience							
Completed requests for interpretation	147,520	156,054	167,095	*	*	53,892	55,783
E-mails responded to in 14 days (%)	95.7%	98.6%	98.4%	*	*	97.9%	93.6%
Average wait time to speak with a customer service agent (minutes)	14:5	NA	40:9	*	*	NA	32:1
CORE facility rating	97	97	99	*	*	NA	NA
Calls answered in 30 seconds (%)	74.0%	76.5%	67.5%	*	*	78.5%	59.0%
Number of agency customers surveyed for overall customer satisfaction	37,135	19,793	25,167	*	*	NA	NA
Customers rating service good or better (%)	75.4%	72.6%	73.0%	71.0%	71.0%	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬇️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23 ¹	FY24 ¹	FY22	FY23
Expenditures (\$000,000) ²	\$3,749.2	\$4,035.3	\$4,035.30	\$4,179.4	\$4,179.4	\$4,149.9	\$1,351.7	\$1,487.6
Revenues (\$000,000)	\$3,486.2	\$3,948.4	\$3,948.40	\$4,144.1	\$4,144.1	\$4,014.1	\$1,311.2	\$1,520.4
Personnel	11,061	11,689	11,772	13,188	12,612	12,213	12,149	11,935
Overtime paid (\$000,000)	\$148.0	\$155.7	\$155.70	\$99.1	\$99.0	\$97.0	\$52.3	\$58.0
Capital commitments (\$000,000)	\$175.7	\$103.1	\$235.1	\$1,038.6	\$740.7	\$1,500.1	\$38.5	\$82.9

¹January 2023 Financial Plan. ²Expenditures include all funds "NA" - Not Available

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Currently, NYCHA is not in compliance with several federal regulations and is working to assess the extent of noncompliance. On January 31, 2019, NYCHA signed an agreement with HUD to resolve claims brought by the U.S. Attorney's Office for the Southern District of New York, including on behalf of HUD and the Environmental Protection Agency. The agreement establishes a framework by which NYCHA will continue to evaluate its compliance with federal requirements. The agreement also requires NYCHA to take certain actions and meet certain standards and deadlines related to health and safety. NYCHA has not yet met certain standards and deadlines set forth in the agreement and continues to work with an independent monitor to improve its compliance with these requirements. The monitor is in place with access to NYCHA information and personnel and has issued and will continue to issue quarterly reports on NYCHA's compliance with the agreement. (<https://nychamonitor.com/>).
- The following metrics were added to the Fiscal 2023 Preliminary Mayor's Management Report (PMMR): 'Average to days complete complex work orders,' 'Average days to complete simple work orders,' 'Elevator outages resolved within 10 hours (%)', 'Rat complaints responded within 2 business days (%)', 'Rat complaints responded within 5 days (%)', 'Other pest complaints responded within 7 days (%)', 'Other pest complaints responded within 10 days (%)', 'Simple mold repairs completed within 7 days (%)', 'Complex mold repairs completed within 15 days (%)', 'Mold cases without recurrence (%)', 'Mold removed within 5 business days (%)', 'Number of units abated,' 'Number of units rehabbed.'
- The following indicator was retired from the Fiscal 2023 Preliminary Mayor's Management Report (PMMR): 'Elevator outages due to vandalism (%).'
- Goal 2d Develop new mixed-use, mixed-income housing and resources was retired. The indicators under this goal have been moved to Goal 2a: Preserve the public and affordable housing asset (%).

ADDITIONAL RESOURCES

For additional information on items referenced in the narrative, go to:

- NYCHA's transformational plan:
https://www1.nyc.gov/assets/nycha/downloads/pdf/NYCHA_Transformation_Plan_Final.pdf
- The Social Indicators and Equity Report, EquityNYC:
<http://equity.nyc.gov/>

For more information on the agency, please visit: www.nyc.gov/nycha.

